



# IVRS Financial Processing Kaizen Event Report Out

**“Shazam!”**

August 22-26, 2011

# The Opportunity

Liz McLaren

Keith Hyland

# The “Shazam!” Team

Brian



**Back row-**Susan Godwin-DHS, Wes Drahozal-IVRS, Brian Clark, IVRS, Julie Trowbridge-IVRS, Trina Brietske-DAS, LuAnn Folkers-IVRS

**Front row-**Janice Jensen-IVRS, Valerie Wedgeworth-IVRS, Paul Kreger-IVRS

# Scope

Brian

- This event will address financial processing in DDS and ASB from the time DDS authorizes the request (send to medical and non-medical providers as well as claimant travel) to the ASB payment approval on IVRS mainframe.

# Goals

Julie

1. Increase ERE transmissions by 20%
2. Decrease time from receipt of authorization to approval on IVRS by 50%
3. Reduce the error returns to the DDS by 50%

# Objectives

Trina

- Less paper
- More of an electronic process
- Increase efficiencies of the process
- Improve vendor maintenance
- Increase customer satisfaction

# Objectives

Trina

- Do not lose vendors
- Decrease handoffs
- Decrease number of steps in the process
- Ability to cross-train across bureaus
- Meet DAS / Federal requirements

# Kaizen Methodology

Susan

- Clear objectives
- Team process
- Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results (new process designed by end of week)
- 5S “mindset”--use the steps to support the event activities
  - Sort, Set in order, Shine, Standardize, Sustain



# Current Process

Wes



**MER & CE**

**Travel**



# Results

Paul

	OLD (enter below)			
	MER	CE	Travel	Total
# TOTAL STEPS	109	103	83	295
# VALUE ADDED	6	8	3	17
% VALUE ADDED (#VA/#Steps)	6%	8%	4%	6%
# DELAYS	33	35	21	89
TOTAL DELAYS      average process	10	16	42	68
TOTAL DELAYS      worst case	108	73	117	298
LOOP BACKS	6	8	4	18
HANDOFFS	32	39	26	97
DECISIONS	22	17	18	57
TOTAL CYCLE TIME	10	8	6	24

# Brainstorming

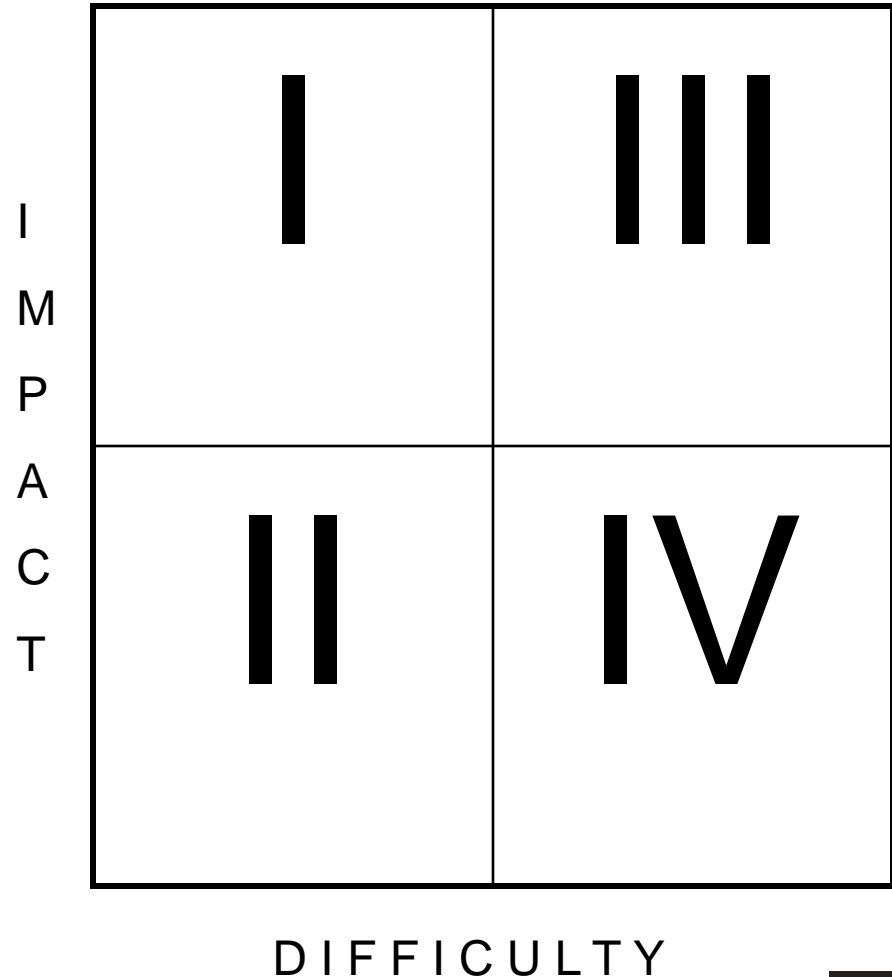
Julie

- Eliminate printing claims
- Eliminate auditing 100% of claims
- Use sample size auditing
- DDS and ASB cross train on duties
- Use ERE secure messaging function to communicate edits
- Do not calculate mileage at both offices

# De-selection Process

LuAnn

- Identifies
  - Impact to customer
  - Difficulty implementing
- Helps to rate/rank solutions to resolve issues while identifying ease of implementation



# New Process

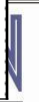
## Valerie



# Results

Paul

	OLD (enter below)				NEW (enter below)				RESULTS (auto calc's)			
	MER	CE	Travel	Total	MER	CE	Travel	Total	MER	CE	Travel	Total
# TOTAL STEPS	109	103	83	295	63	79	64	206	-42%	-23%	-23%	-30%
# VALUE ADDED	6	8	3	17	5	8	3	16				
% VALUE ADDED (#VA/#Steps)	6%	8%	4%	6%	8%	10%	5%	8%	44%	30%	30%	35%
# DELAYS	33	35	21	89	8	22	14	44	-76%	-37%	-33%	-51%
TOTAL DELAYS average process (use consistent unit of time)	10	16	42	68	1	8	34	43	-90%	-50%	-19%	-37%
TOTAL DELAYS worst case (use consistent unit of time)	108	73	117	298	54	67	109	229	-50%	-9%	-7%	-23%
LOOP BACKS	6	8	4	18	1	8	2	11	-83%	0%	-50%	-39%
HANDOFFS	32	39	26	97	17	19	22	58	-47%	-51%	-15%	-40%
DECISIONS	22	17	18	57	11	9	9	29	-50%	-47%	-50%	-49%
TOTAL CYCLE TIME (use consistent unit of time)	10	8	6	24	2	6	3	11	-78%	-28%	-52%	-55%
LEAD TIME (use consistent unit of time)	20	24	48	92	3	14	37	54	-84%	-43%	-23%	-42%



# Homework

Janice

Improvements/ Action Item	Implementation/Communication Plan	Person Responsible	Due Date
<b>Electronic</b>	Eliminate Printing-100% electronic requests	Paul and Wes	2/22/12
	Eliminate claimant signature requirement for travel	Jan	9/28/11
	Designate ASB staff to access I 5 -- ability to inquire	Wes	9/28/11
	Authorize set fee for those requesting travel-eliminate mileage	Jan	10/28/11
	Discontinue mileage reimbursement	Jan	10/28/11
<b>Travel</b>	Add actual TV to CE notice form to be sent with notice (eliminate mail time)	Paul	9/28/11
	Tell claimant up front on TV that mileage will be determined by google not by them	LuAnn	9/28/11
	Eliminate claimant statement of mileage	LuAnn	9/28/11
	Sample audit of batch (spot check)	Julie / Brian / Jan	9/28/11
	Have VR staff member come to DDS to do audit work - no hand off needed (explore)	Julie / Brian / Jan	9/28/11
<b>Auditing</b>	Only audit claims over a specific dollar amount	Julie / Brian / Jan	9/28/11
	Only audit MER coming in over \$35 (statement to vendor)	Julie / Brian / Jan	
	H: Allow billing support staff to make decisions regarding payment over fee schedules	Paul	9/28/11



# Team Member Experience

- LuAnn

- Paul

- Valerie



# Comments

- Mike Rohlf, DED

**We welcome your  
questions and comments!**